

# Impressions. A Journal of Business Making Ideas

*Here you may profit by the experience of others.*

Vol. 3.

St. Catharines, Ontario, November, 1904.

No. 11

**S**ELLING a portion of a newspaper page in blank is one of the most difficult commercial propositions that may come to a young man starting out in business life. When a man can sell advertising space successfully it is conceded that he can sell anything. The advertising solicitor comes from almost any walk of life, bringing with him something akin to having been born to the work. But when he has sold advertising successfully there is a strong chance that he feels competent to sell something bigger and even more successfully. Then it is that he moves on.

For instance, several years ago a young man came to me for a place as a solicitor. He had applied at several other offices before and had been turned down. I took him on, new to the work, at \$14 a week. He took up small ads, and in a little while it was demonstrated that those among whom he solicited did not want to talk to any one else. His salary was raised and after awhile he was passed over to display soliciting. He learned the necessary facts and routine of the business, decided that he could sell mining stock if he could sell advertising, and went into that business, taking blocks of stock in the properties

Small  
Ad. Work  
Tests the  
Solicitor's  
Ability.

*R.K. Strassman*



he was talking up. He is worth \$350,000 in cash today.

There has been a change in the advertising business from the point of view of both advertiser and solicitor. Time was when the small ad followed the display advertisement; today the display follows the small ad. In the same manner the best advertising men on display work are graduates from the small ad field. The solicitor for the small advertisement meets a hard headed constituency which in the main is not susceptible to personality and the small talk that once "went" with the advertiser. He has to talk to men for the most part who do not know the advertising business, and in talking he has to "show" them. In such a case only money will talk. It has to be demonstrated right there that the person solicited is losing money every day that he omits the small ad. The advertiser must see the proof that 50 cents spent in advertising brings him a dollar's profit. Then the solicitor need not call upon the convinced one.

There are small ad classifications where the constituency cannot be canvassed, as in the "Situation Wanted" field. But, on the other hand, there are advertisers in particular small ad fields who are canvassed as regularly as display advertisers would be under like circumstances. Almost without an exception the small ad solicitor expects to find his customer in a mood to be shown. For this reason the small ad solicitor has to know. There is nothing about a newspaper as a publication which the small ad man should not know. He should know types, and he would be all the better demonstrator if he knew how to set type himself; he should know something of the etching, stereotyping, color work, and pressroom machinery; he should know the news processes, the names of the editors of the paper, something



about circulation, the cost of white paper, classifications of small ads, the rates, such ads as are not accepted, and why they are not admissible, and, by no means least, he should know the methods and processes of the auditing department.

With this knowledge at his tongue's end, and with tact and judgment enough to use it only to advantage, the young man who can sell small ads on a newspaper need not doubt that he is in line for the wider field of displays.

But, because so many solicitors cannot or will not learn these necessary things at the groundwork of the soliciting business, 80 per cent of the young solicitors in the business drop out every year. When the comparatively small number is taken into account, this is a big change on the face of the advertising field in Chicago. All told there are about eighty advertising solicitors on the daily papers of this city. When sixty-five of these drop out each year because of inefficiency and unusual efficiency, it is no wonder that a place may be found almost any day for a good man at \$40 to \$50 a week.

Provided he has something to sell in the way of newspaper returns, it is conceded that a man who can sell anything successfully on the showing he can make, is capable of selling newspaper small ads. Admitting that he needs all the knowledge of his paper that is possible, he is not called upon every time, by any means, to display that knowledge. Less talking than ever is done in the sale of advertising space. Men do not have time for it if they would. The old days of calling upon the advertiser and going out to talk the matter over at the side of a bar has been relegated to the scrap heap of business methods. The man who talks for advertising in these days must talk business.

Today the top of the display advertising busi-



ness attracts the young man who may begin the work of the advertising solicitor. But when he has been put to the work of soliciting small ads, he should realize the importance of the beginner's work. In a double sense the small ad is important.

In the first place the display ad. from a big house may come in unsolicited in any manner, the new small ad must be gone after in earnest. In the second place it may be counted upon that the display ad would be much less likely to come unsolicited if the small ad is not gone after successfully. The small ad is coming to be the barometer of the advertising business of the newspaper. It is realized by the advertiser that the small ad through all its classification somewhere has interest for every person who would possibly open a paper. For instance, if a man buys a paper and opens it in order to find a flat to rent, the display advertisement on another page showing household goods at a bargain is especially in his line of search.

In every possible way the display advertiser benefits by the efforts of the small ad. solicitor. This small ad man finds the difficulties of his position before he is long at it. His patron "wants to know," and if the solicitor cannot tell him he is in hard lines. Perhaps the advertiser who is sought never has paid for a line of advertising in his life and knows nothing of the nature of the wording of an ad. Not only must things be explained as to advertising in general, but as to his own ad in particular, and when that ad has been run, the returns must show at once that it was a good investment.

Proving by returns that a small ad costing cents will bring back dollars to the advertiser is the greatest of educators in advertising. But before this proof can be brought about the solicitor must have brought his man around to the point



of giving the ad a trial. In doing this there is nothing that can be taught the solicitor. He must exercise judgment, common sense, tact, and all the knowledge of his business that he possesses.

There are men, for instance, who will say after a moment: "Well, I'll let that go over a week or two longer." This may be the speech of a man who has dropped all idea of advertising anywhere at any time, or it may be from a man who is undecided and who needs just another reminder of the advantages of the ad to cause him to close with the idea. Another man may say he has only two minutes to spare when in the opinion of the solicitor his business will take ten to complete. In both of these cases it rests with the solicitor's good judgment and good taste and tact whether he sticks a while longer or whether he leaves at once, suggesting the probable time of another call. There is little doubt that in an ad solicitor that something called personality and magnetism may cut considerable figure. There are men of certain types, for instance, with whom men of another type would not even talk for a minute on any subject. In such men the lack of these missing qualities makes failures of them as solicitors of any kind of advertising. But however pleasing may be the "front" of the solicitor, he must be equipped with a business proposition, and he must be better equipped for small ads than for display. The reason for this is plain. Frequently the advertising solicitor in search of display goes to a big house and meets the advertising man of the house, who knows more about advertising, maybe, than he does. This advertising man, with a salary of \$5,000 a year, will know just what he wants, in all probability, and there is little the display man can say to change his ideas. On the other hand, the solicitor for small ads must reach the small advertiser in person, must talk advertising



as an abstract proposition, and finally may have to write the advertisement itself.

The field for a good advertising man in small ads is limited as to numbers here in Chicago, but there is never a time, perhaps, when there is not room for at least ten good men who know the business and can demonstrate it. The business has broadened in every way. Once it was satisfactory for a manager to keep a staff of virtual messengers—solicitors who went out and got the copy from the hands of the man who already had been converted to the necessity of advertising his business. Today it is the desire of the solicitor to win a man over to the necessity of advertising and to leave him, save as he may need an occasional reminder on the subject. It is new business that the solicitor is after, and this new business largely is in the hands of the small ad man. He will be the display ad man of tomorrow.

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**B**E brief if you can be clear at the same time, but remember, that brevity with clearness is difficult. There is also danger of being “cocky” when you try to cut it too short, and if there is anything that will drive trade away quicker than “cockiness” I haven’t noticed it.

A letter of introduction can introduce you to a man, but it can’t make you like him if he isn’t your kind. In like manner, advertising can induce a person to buy your goods but if he don’t like them it can’t make him buy them again.

People are governed largely by their feelings. They buy the things that strike their fancy. If you get the knack of touching the emotional sides of their natures you’ll get their business.

It’s the last adjective that breaks the otherwise plausible ad’s back.

Scientific experiment is at the bottom of most all successful advertising.



**P**ERSISTENT advertising is required to boom insurance. It is doubtful if large space pays so well as the small "ad" changed regularly; when this is done it makes wonderful backing for the insurance solicitor. Below will be found a number of "ads" that have proven effective:

Protect them. Every parent should provide the dependents with protection. A good policy is to carry insurance which will be like the wings of the mother hen. A reasonable service can be done for those who would be helpless without you.

At the last minute you may be sorry you didn't get an insurance policy. You may be then beyond reach of its benefits or possibilities. We want you to think now. A rate you can pay for real protection. If you know the value of insurance, you'll appreciate how great an advantage it is to get a good policy before too late.

A season of danger. You're wise if you have an insurance policy safe and sure. If you have not you run a good deal of risk. The excessive heat and dangers of travel at this season all make life a little more uncertain. Get your insurance arranged by us, then your work or your vacation will be more care free.

A good strong one. When you are having an insurance policy written you want it good and strong. You want protection that really protects. We furnish you the best for the least outlay, and guarantee its value.

All pleased. We are pleased to write your insurance. You'll be pleased to receive it. Of course it costs money, but we have a plan by which you get your money back without dying. You realize the benefit if you live. Your family will be benefitted by the insurance if you die.

After the fire, what then? A complete loss by fire prevents many people taking up their lives as they were before. They are embarrassed because of the expense of rebuilding. A reliable policy is the protection which prevents worry day by day and which permits the prompt rebuilding when the fire comes.

Isn't it even chance? You take chances on the paying for fire insurance, for you may never burn out. We take a chance in carrying your insurance, for you may burn out tomorrow. When you take out a policy you are safely insured, for we guarantee that the best of the bargain shall be yours whether you burn out or not.



You should see the value. A business man easily recognizes the value of insurance now-a-days. It's an easy matter to select a good company. You can't afford to risk life and property uninsured nor insure with any but a safe company. We represent the most solid and reliable companies.

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You can never tell when you are going to die, so provide now for the wife and baby by insuring with us. We cannot go to the wall. We also offer you easier terms than any other reliable insurance agency.

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Death and taxes are admitted the only sure things in life. What you are sure will happen you are wise if you prepare for. Our new plan insurance has all the good things of the old style policies and a number of new advantages old insurance never dreamt of.

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With one eye open. When your property is fully insured you don't have to sleep with one eye open looking for a fire. There is no return on any investment so sure as that on premiums paid a reliable insurance company. If your property burns out you get your money; if it doesn't, you don't worry for fear it will burn.

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Are you ready? No person should start on a journey without attending to insurance. It is one of the important features of daily life. Our favorite policy will enable you to carry easily and safely the best insurance to be obtained. There may be lower rates, but there isn't a lower rate in a safe company.

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Snuffed out like a candle is the only way to describe the passing of many active men of business. All thoughtful men are prepared for any emergency. With his family cared for a man can work without worry, let the end come when it will. We have life insurance policies to cover special cases and any circumstance.

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Raking the ashes after the fire isn't often very profitable. It is a great deal better to rake the files for a good insurance policy—enough to cover the loss fully. We want a share of your risk and if you investigate our record for prompt and easy loss adjustments we believe you will let us have it.

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A happy family. When you fix upon having a good life insurance policy, your mind is at rest, your wife is touched by your thought, and even the baby sees there's something of importance going on and joins in the general good feeling. That's the best thing about a policy—it's the one settled, safe investment in this world of trade changes.



Insure before, not after the accident. Many men seem to want to be knocked down by a horse or a street car before they appreciate what accident insurance is for, and that they can really meet with an accident. No travelling man, certainly, can afford to be without one of our policies.

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A helping hand. In case of accident or ill health we hold out to you a helping hand in the way of insurance. We insure you against sickness of almost every disease and will pay you weekly benefits all through the siege. We will guarantee to take the best of care of your policy and at the same time give you a rate as reasonable as possible for insurance of this kind. Our policies cover more causes of disability than those of any other company.

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If you only knew when your well stocked barn was going to burn down, you could wait to insure until the week before, but when it is destroyed you are too late. Remember the old adage, "There is no time like the present," and no insurance like ours.

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Just a plain proposition. It's a question between one business man and another. We provide the protection and you pay the cash for it. You get what you pay for and feel safe because the Blank company is reliable. Just like having a check, good in case of fire.

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You'll be safe. No danger of loss in case of misfortune if you have a Blank insurance policy. We assume the risk and provide the funds which prevent suffering after disaster. A little cash, a little forethought, a little judgment, and the future is protected.

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Vigilance. That means "looking out," for one thing—looking ahead, too—being on guard. Have you provided any safeguard for the future? Do you realize that an insurance policy is the most effective and reliable safeguard you can secure? We are fixed with facts and figures to convince you.

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It's all over. After the fire you can't do anything but accept the result. If you carried insurance you'll have something to begin on again. If you didn't carry insurance you've lost heavily. It's easy to see the advantage of paying the slight cost and having the protection.

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Accidents will happen, generally to the uninsured. Be on the safe side and make assurance doubly sure by taking out one of our model and liberal accident policies. We represent six good companies. You didn't get hurt yesterday or today, but how about tomorrow?



A great time, but expensive. You don't want to sacrifice your property to furnish excitement for the people. You don't want to embarrass yourself for the pleasure of others. The way to be sure is to have sure insurance. In case of fire you lose nothing. In case of misfortune you can rebuild. In case of uncertainty see us. We'll tell you costs and benefits.

For safe keeping. You'll be satisfied with an investment for reliable insurance. It is like putting money in the bank against a season of misfortune. If the company is reliable you'll never be called upon to regret the action.

You needn't die to win out. Formerly insurance was something you paid for and your relatives reaped the benefit. Good enough, but we have a more modern proposition. Better than money in the bank. It's our new form of endowment insurance. The cost is nominal, the benefits are phenomenal.

The real safeguard of a happy life. You can be a great deal more comfortable at any season if your property is protected by insurance. You feel easier in mind if your death is not likely to injure your family. Enjoy all seasons by being prepared. We write insurance that insures.

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THE Exposition is in its last weeks and as one connected with it, I am compelled to say, like the man who was kicked by the Missouri mule, "I don't look as pretty as I did, but I know a whole lot more," he said. I have a deep respect for the profession which you represent. Members of your Association came to the Exposition Company before the Fair was opened and gave your ideas as to the best way to reach the American people. We listened but did not adopt. As time passed we have felt more and more the wisdom of what your representatives told us. My only regret in meeting you today is that this meeting was not held in June that the Exposition might have the full benefit of your discussion and wisdom.

I do not know that I can pay you a higher tribute than to say that the people read the newspapers for information and that this information does not necessarily influence them. It is the advertising columns of the papers that wield this powerful influence.

We are glad to have you here though you came late, and to emphasize, I shall repeat that I can see that the exposition would have been a greater success had legitimate advertising methods been applied in giving it publicity.—Secretary Stevens, of the World's Fair, to the Delegates of the International Convention, St. Louis, October 5th.



"SYSTEM" long ago surmounted the perplexing difficulties in the commercial world. Now it has entered a new field—politics—and promises to become the greatest factor in the battles of ballots in the immediate years to come. In fact, "system" has already established its power along these lines, and has proven to be the fulcrum upon which the issue of a campaign has been raised from defeat to victory. The possibilities for system in political canvass are innumerable and equally invaluable.

In one campaign the systematic use of the telephone proved to be of enormous worth. A series of twenty telephones were installed in the campaign headquarters. Each was run on a separate wire with central station connections. Upon election day a man was placed at each phone and a definite portion of the telephone directory was allotted to him. The directory had been previously checked by competent authorities and the voters of the opposition had been marked off. At six o'clock in the morning the telephoning commenced. Every partisan voter was called on the wire and asked to vote on his way to his day's work. His reply was noted on the list. If he promised to vote at ten o'clock, he was called up at eleven and queried as to whether he had lived up to his word. Not a single voter within telephone reach was definitely released until he had informed the headquarters that he had cast his ballot. Often the effect of the telephone call was ludicrous, and in some instances the voter became angry at the persistence of the campaigners. But the scheme, viewed as a whole, was a grand success. The largest vote on record resulted.

System has long been brought into play in politics in the distribution of campaign literature. It is also always in evidence upon election day, when the partisan campaign is properly directed.

## System in Politics

*Arthur H.  
Vanderburgh  
in "System"*



The first duty of a campaign committee is the revision of the registration lists. These lists are systematically canvassed, and the names of partisan voters removed to separate records. Then, in the well-directed canvass, a checker is placed in every polling place on election day. He has the checked registration list for his particular voting district, and keeps accurate record of all voters as they cast their ballots. From time to time he draws off a hurried list of the recognized men of his party in his precinct who have not voted. This goes to an outside worker, and the delinquent is promptly reminded of his duty.

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Using the  
Brains of the  
Press

*Clifton S. Wady  
in "System"*

ARTICLES on business topics published in the current magazines, trade journals and papers are of value only when they are read and when their information is applied.

Business reading in a business office by a business man results in more business—or should. Any system that will bring the gist of these articles to the attention of the department or individual particularly interested is of value to the house, and advances the efficiency of that department. Such articles should be read and extracted by a man who knows how—who can feel the significance of a piece of information in relation to his concern and to its policy and work. Such a man may read an article on a subject which either directly or indirectly points to new possibilities open to the house itself, and which has not been before considered. Such a system of reading should save the reader's every moment. To this end the following is being used: Before this reading clerk lies a list of all officers, heads of departments, clerks and travelling salesmen of the company. Opposite each name is a different number. As an item is read which concerns some branch of the



business, the number of the man who is handling that branch is written against the paragraph. Later a boy, supplied with a similar list, gets these items (pasted on cards) into the hands of those for whom they are intended. A death notice or a notice of a business failure goes to the credit man; an item hinting at danger to an account goes to the salesman or to the advertising department; accounts of recent inventions go to the drafting room, of recent patents or legal decisions to the attorney, of improved business methods to the department heads.

Such a system is now in use by a number of business houses. In all cases it is resulting in new ideas that are worth many times the value of the time spent on subscriptions and of the few moments of time spent by the reading clerk.

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**A**MONG the small business offices may be found many practical "home-made" time and labor saving devices whose very simplicity commends them. Such a device recently found in a Massachusetts city carries a suggestion for a short cut that may be used to advantage by any concern. To avoid losing or misplacing rubber stamps, erasers or pencils, a thread—similar to that used on the rebounding toy ball—is attached to the article, and the other end is fastened to a screw eye placed in the ceiling or wall directly above the spot where the article is to be located. When the stamp, eraser or pencil is in service, the user merely stretches the elastic thread, which promptly restores the article to its original position when it is released.

This same device may be profitably used near a telephone bracket, typewriter machine or other point where a pencil, eraser or stamp is used only occasionally. It will save valuable time that is only too often spent in search for mislaid articles.

A Short Cut  
for the Office

*A. A. Tait*  
in "System"



As Bates  
Sees Things

*Charles Austin  
Bates in  
Judicious  
Advertising*

THE agricultural journal is the trade paper of farming, and farming is becoming more and more a trade or profession, to which a man is regularly trained.

Farmers more and more realize that main strength and bull luck are uncertain things to depend upon. They are learning that farming is a combination of a scientific pursuit, a manufacturing plant, and a commercial enterprise.

About sixty years ago, when this writer's maternal grandfather bought a farm in Indiana that was supposed to be "worn out," and was known to receive various periodicals by mail, he was sneered at as a "book farmer." But he made the farm pay, to the extent that late in life he was able to retire to the nearby village and spend a number of years in telling the boys all about it.

The scorn of the practical farmer for the book farmer has changed to a wholesome respect. The agricultural paper has been at once the cause and the effect of this change. Taking them as a whole, the American agricultural papers reach the largest and most prosperous trade in the world.

There are two real producers—the miner and farmer, and the greater of these is the farmer. Moreover, the farmer, as a rule, stays put—he is permanent. He has a certain definite line of necessities which he must buy for the successful operation of his business. For the news of these things he must depend on his trade paper, just as a man in any other trade depends on any other particular class organ, but, in general, the farmer and his family also have practically all the personal needs of the dwellers in towns and cities; his house is furnished in much the same way, and he and his wife and his children wear pretty much the same kind of clothes that city folks do.

There is no practical way of reaching the farmer except through the agricultural press, and



it may safely be assumed that all farmers worth reaching are readers of one or more farm papers.

If the newspaper directories are to be believed, and far be it from this writer to question them, there are about as many copies of farm papers printed each issue as there are farmers to receive them. This, however, does not mean what it seems to mean, for the good reason that certainly in the South and in the Northwest there are many farmers who do not read, or, at any rate, do not read English. On the other hand, the better educated and more prosperous farmer certainly subscribes for two, or several, farm publications.

Taking the proposition as a whole, however, there is no other large general class in the country that can be reached so thoroughly and definitely with any group of publications.

Theoretically, each copy of an agricultural paper should be of more value to an advertiser than a copy of any other publication of general circulation. This is true, first, because of the peculiar interest attaching to the farm journal as a trade paper, and also because there is less reading matter, either in the shape of books or periodicals, in the farm home than in the city home. There is, moreover, a greater incentive to reading because there are fewer forms of amusement. There is, therefore, every reason to believe that the farm paper is more thoroughly read than any other.

That this theory works out in practice is pretty conclusively shown by the tenacity with which the mail-order advertiser sticks to the farm paper.

The mail-order man is no theorist in advertising. He is one of the few who absolutely know what results they get. He must get his results quickly, in cash, or he must go out of business. He has practically no chance of getting indirect returns. His results should come about as quick as a kick of a gun, or he must change publications.



Shall this be taken as an indication that the general advertiser should use farm papers? Surely—but with intelligent discrimination.

If the advertiser makes something which everybody can use, he can buy circulation in considerable volume at a lower cost per line per thousand than he can secure in the farm paper. Therefore, he should use the farm paper sparingly, or not at all, until he has bought all the circulation he can get at the lower price.

If he have an article which for any reason is more desirable to the farmer than to any other particular class, he has no choice, but must use the space in the farm paper first, even though he pay an advanced price for it.

While the farmer is an American citizen, and, to a large extent, has the same needs, incentives and desires of other American citizens, yet his mode of life is so distinct from that of the city man that not only his physical desires, but his entire mental attitude, is considerably different, and to appeal to him successfully the advertiser must know him pretty thoroughly. In other words, advertising to the farmer is a specialty, and the advertiser, or the advertising man, who assumes that he knows how to reach the farmer because he has been successful in reaching other people, is harboring a delusion that may prove disastrous.

The advertiser who seeks the farmer's trade, whether it be on an article peculiarly adapted to the farmer, or for one of more general character, should do one or both of two things. First, by all means, he should not only examine, but should read, some of the best farm journals. The character of their contents will reflect the editor's positive knowledge of the mental attitude and the needs of his readers.

If in addition to this, the advertiser knows something of farming practically, and has not been



off the farm too long, he will have a still better chance of success. At any rate, he should live some days, or weeks, of each year among the people whom he wishes to make customers.

The average urbanite does not know what is important to the farmer. He does not know the farmer's mental attitude toward life in general. He does not realize that a break in the continuity of the industry of the speckled hen is as important as a five point drop in St. Paul, and he finds it hard to know that the price of a Carolina Perfecto is about as big as a half bushel of oats.

Small sums of money are bigger in the country because they represent a greater bulk of raw material. When you pay five cents a piece for apples on Broadway it is almost impossible to have a mental picture of acres of similar apples rotting on the ground because of their lack of value. In the city money is streaming around most everywhere, most all the time, and while most of us are not able to hang on to it for very long, we still know the daily look and feel of it.

Small things loom large on the farm, and the advertiser must know this and understand it or he will miss his mark. He must be able to talk on the level to the farmer—neither above him, nor below him, but straight at him, with an even and equal intelligence. The farmer will not be patronized, and seldom gets chesty. He sees things pretty much as they are.

The farmer is the biggest customer in America, and it pays to study him. Unquestionably, his trade can be secured by proper appeal in the agricultural press, but the publication cannot do it all. For that matter, the advertising cannot be expected to do all the work, or any very considerable portion of it. The proper literature and the right follow-up system are probably more important in agricultural advertising than in any other.



The Endless  
Search for a  
Man

*H. J. Hapgood  
in  
The Bookkeeper*

THE nation gets the rank and file of its army easily enough. A few simple physical requirements fulfilled, and the man may safely be accepted as good soldier-stuff. In the armies of industry and commerce there is even less trouble. Labor is a staple commodity, not very scarce, even in the best of times.

Suppose, however, that the army had to recruit its officers. This is the difficulty which confronts industrial and commercial commanders-in-chief when they set out to great campaigns. There is no West Point of business, turning out its quota of second lieutenants once a year; no Annapolis of manufacturing to be drawn on for trained directors of industrial processes. The men for minor commands must be taken wherever they can be found, and with whatever training circumstances has chanced to give them.

Do men drift into places they occupy in the world's working machinery by accident, or are they assisted more or less by some imperfectly understood force—akin to gravity in the material world—which distributes them in accordance with their tastes and abilities? The man who investigates this question, whether for practical or sociological reasons, finds unmistakable traces of a law which puts the right man in the right place—sometimes; but he is forced to the conclusion that this law works very imperfectly. It is this condition which has called into existence the new profession of employment expert.

The market for the higher grades of labor is a more complex subject of study than the mere question of the demand and supply of hands skilled or unskilled. When it becomes a matter of heads rather than hands, civilization demands such a variety of ability to carry it on that the higher avenues of effort can hardly be classified. The business world, however, is looking chiefly for four kinds of men, executives, technical experts, clerical experts and salesmen.

The search in the open market for executive ability is a new feature. Many business interests have grown so fast that promotion cannot satisfy the needs for executive officers, either as regards quantity or quality. The man who used to employ his relatives or the sons of his best friends in responsible posts, realizes now that competition is such that he must have the ablest talent he can secure. He prudently passes by his relatives, his friends and his friends' friends and engages the man of high reputation, knowing that if the employe fails to make good, in the language of the day, he can be discharged without personal or social complications.

For the last three or four years the world has been astonished by the salaries paid to men capable of filling executive offices. Some say that the country has gone salary crazy, and predict that there will be a speedy falling off. This is hardly probable.



We have learned that it pays to base salaries on the results obtained by the men who draw them. There has come to be a market value for men, as for any other commodity. A corporation president may earn his half million as truly as a street laborer earns his two dollars a day.

It is unquestionable that many mediocre men are retained today in positions of responsibility, because their employers cannot find competent men to take their places. If hard times should come such men will be replaced by better ones at the same or a trifle smaller salaries. On the other hand, many good men are side-tracked or pocketed by circumstances. There will probably never be so good a time at the present for this class to better themselves. The employer of men of large ability is seeking bargains as eagerly as the woman who shops seeks bargains in the department store.

The qualities required to make a good executive are good sound common sense, practical experience and education. Of these, the first requirement is by far the most necessary. Mr. Duke, president of the American Tobacco Co., has lately been quoted as saying that he draws his \$100,000 salary "for not making mistakes." From that point of view he probably earns it several times over. Great businesses are anxious to get hold of men who, in addition to satisfying present requirements, have the broadness of mind that will permit them to master the unforeseen situations that will confront them in the future. Experience is valuable, in this day of specialization, but so good an authority as Mr. Thomas Lawson is on record as saying the "special knowledge is not so useful and reliable as general knowledge." The present theory in regard to executive positions is that a good man in one place will be a good man in an entirely different kind of a place, as he can readily command from other people the special knowledge with which to supplement his own good judgment.

The requirements for the ideal technical man are technical knowledge, experience, and to a less degree, executive ability. Technical education has become a necessity for the man who is to do the technical work. Graduates of such schools as the Massachusetts Institute of Technology, Cornell, and some of the prominent western schools, are the first to be asked for and have no difficulty in getting well placed. Many technical draughtsmen from Europe, especially from Norway and Sweden, come to this country and find employment readily, though at smaller salaries than the American graduate. The announcement that experts in every sort of work are needed, brings some curious applicants to the front. Not long ago an arctic explorer sought a position in his particular line. He is a man of ability and world-wide reputation. The Revolutionary Governor of Vene-



zuela is at present in New York seeking a position, whether or not in his particular line he does not state. Less serious consideration was given to the case of the mind reader who could foretell the market without fail, and wanted a position with a firm of stock brokers. These were certainly experts but in so limited a field that no demand for their services could be found. An all-round man, who combined professional, technical and clerical gifts lately qualified as follows:

"I am inclined to preach the gospel of Christ's kingdom, doing the work of an evangelist, make full proof of the ministry, heal the sick of any kind without drugs, or copyist at home, private, public or foreign."

The requirements of good clerical men are accuracy, common sense and experience. These, backed up by a high school education, will readily secure good clerical positions, but accuracy is a prime requisite. In filling positions of this kind a man's morals are invariably considered. Intemperance of any kind is a bar to success, as no employer cares to take in a man who does not bid fair to be increasingly valuable in later years as he learns the special needs of the place. It is a regrettable fact that rapid advancement in clerical work is the exception rather than the rule. Once in a while the office boy or stenographer advances to the position of general manager, as in the case of the general manager of the National Cash Register Co. Unless clerical employees show marked ability there is a tendency to keep them at the desk to which they were originally assigned.

The position of private secretary, though in many respects a desirable one, does not present such opportunities for advancement as many other positions. The secretary is so close to his employer that every weakness becomes unduly apparent, while he is so much the creature of his employer's will and character that his stronger qualities get little chance to assert themselves. Of course, there are many exceptions to this rule, and young men of extraordinary tact and ability find this position, as surely as others, the opening to a great career.

The hardest man in the world to find is the successful salesman. The man who could successfully define the salesman's qualities, and infallibly select the man who possesses them, would hold the key to commercial supremacy. There are men with the indescribable knack which enables them to sell anything from a gold brick to a cake of soap, but there is no outward sign by which they may be told. Often the good talker with imposing personality and winning manners fails at the psychological moment when the sale should be consummated, while the man of uncouth appearance who presents his case haltingly can "knock the apple off the tree" whenever he attempts to make a sale. The qualities by which a salesman interests a buyer and com-



mands his confidence are too subtle to be described. The one thing certain about good salesmen is that there are not half enough of them to go around. Demands for them are constant and hard to fill.

I am often asked about the general attitude of employers toward college men, especially recent graduates. The public has been misled by the gibes at the self-conceit and errors of the young college man entering business. As a matter of fact the value of thorough intellectual training is greatly appreciated in the world of business, and concerns which would not formerly have considered college men at all are eagerly seeking them today. A generation ago the majority of college men went into professions. Now the majority go into business without any suspicion of a handicap to be overcome. The time when a college man must start in at \$5.00 a week is happily past, and a competent young graduate cannot be had for less than \$10.00 with the promise of rapid advancement. Apropos of this, it is amusing to note the variety of salaries expected by college men seeking their first position. The majority are reasonable and eager to make a start at \$10 to \$15 a week, while others expect \$5,000 a year from the day they graduate. Needless to say, most of this latter class are still expecting.

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REV. Judson Titsworth, pastor of the Plymouth Congregational Church, Milwaukee, has just contracted with the Sentinel of that city for a one-inch display ad to run every Sunday morning for a year. The clergyman has some pronounced views on advertising. He says, "I have made this contract simply because I believe it will be a paying investment for the church. I paid the price which the advertising manager asked without any request for a special reduction, because I believe that the church ought to pay the same price for the same space that would be asked of any other business concern. It was a matter of principle. I believe they ought to pay for their announcements of their Sunday services, which are now published gratuitously by the city press. I see no reason why the newspapers should give this valuable advertising space to the churches. I offered to pay for my announcements long ago, but I was told that the other churches did not pay and I was not expected to. I stand ready to pay for these announcements whenever the newspapers desire it. As churches we ought not to hide our light under a bushel. We are meant to use every means which is placed at our hands, and I consider newspaper advertising one of the mighty powers of which we ought to take advantage. As a rule the Sunday morning services do not need to be advertised, but the evening services do."

A Matter of  
Principle

*Printer's Ink*



He Was  
Willing to  
Post Bills

"A LITTLE dapper man, with a mild eye and an eastern make-up," says E. M. Johnson, of Los Angeles, California, "called upon one of our real live boomers in the flush times, and asked, in a very soft, meek tone, if he had any land for sale. The great real estate king, not deigning to lift his eyes from his important business, asked in a loud, facetious tone, if he wanted a colony, or would a township do. The little man seemed embarrassed, and hoped he would be excused if he had mistaken this for a small retail place; he meant no offense, etc., etc. Then the great magnate thawed out somewhat, and took the small man in his chariot to the Great Paradise Regained Tract, where he filled his mind with a half-hour speech, fairly bedusted with glittering facts and figures regarding this wonderful piece of land, and hinted, in closing, that that was the kind of North Americans we are out here in the West. When the speaker concluded for lack of breath, the small, mild-eyed man quietly removed his coat, rolled up his sleeves, climbed upon the fence, and, clearing his throat, said: 'Now, allow me to describe this piece of property in the eastern tongue!' Whew! Talk about thoughts that breathe and words that burn! The manner in which that stranger threshed the atmosphere with his arms, and used up the mother tongue, was prodigious.

"When he had finished, the magnate asked feebly of the stranger what his business was, and where he had come from. The small man said he had graduated in real estate booming in Chicago, and had practiced in Kansas City, Omaha, and all the principal towns of the West; and, elevating his voice, he stated that he was going to open a real estate office right in that neighborhood, and going to do business, too, and called upon anyone within sound of his voice not to forget it, either. The vanquished and thoroughly exhausted magnate leaned heavily against the fence, and asked, in a voice husky with emotion, and scarcely above a whisper: 'Stranger, can I post bills for you?'"

Measure for  
Measure

THERE wasn't a more pleased man in New York on Monday, October seventeenth, than M. Lee Starke. It was on Monday afternoon that Louis K. Duvall, Manager of the Baltimore News, and Fleming Newbold, Assistant General Manager of the Washington Star, entered Mr. Starke's private office with a sort of mysterious air about them. They didn't want to keep Mr. Starke in suspense, so Mr. Duvall got down to business immediately and presented the former Manager of the General Advertisement Departments of the Washington Star, The Baltimore News, The Indianapolis News, The Montreal Star and The Minneapolis Journal with a handsome silver service



with the repousse work hand hammered, as the gift of the five papers Mr. Starke has so ably represented.

Mr. Duvall, in his usual characteristic manner, said a great many things about Mr. Starke—one statement being to the effect that the papers took much pleasure in presenting a sterling silver service to a man who had rendered a sterling service to them for five years. A handsome Morocco leather and silk-bound book containing testimonials of esteem and regret for his resignation was also presented to Mr. Starke, who recovered from his surprise sufficiently to accept the gifts with a very graceful speech. He was as pleased and as proud as a school boy. It is seldom that a special newspaper representative is accorded such consideration, but then Mr. Starke always had a way of his own that his papers evidently thoroughly appreciated.

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**A**N old and successful merchant relates the following anecdote: When I was quite an old clerk—that is old for the years that I had been clerking, though only twenty-one years of age—I was told by the head clerk one morning that the senior member of the firm had directed me to be sent to his residence as soon as I appeared.

“The porter is to go with you,” said the head clerk.

Something in his face made me think that he knew what I was wanted for, so I asked:

“What’s to pay?”

“He wants you and Bill to take up and shake his carpets,” was the answer, given with a peculiar smile.

For a second I thought of my rights. I had hired out to be entry clerk and bookkeeper, and here I was expected to go down to the residence of the proprietor and beat carpets! I was troubled with as much pride as the average young man of twenty possesses, and that is no small amount. I don’t remember anything more distasteful ever offering itself to me; but I said:

“All right; I’m ready when Bill is.”

We went at our task. I didn’t pout, or sulk, or assume an aggrieved air, but went on my knees pulling up the carpet as cheerfully as I could. We had a day of it; the carpets to take up, be beaten, and then put back.

The proprietor was chatty, his wife was sociable, and I made the most of my opportunity; it never harmed me. I had evidence afterward that my work that day was a stepping-stone in my career, and I might almost call it one of the turning points in my life.

\* \* \*

The cumulative effects of advertising are what make fortunes.

Don't Stand  
on Your  
Rights



His Audience  
Had  
Deserted  
Him

*S. Morrell  
Hirsh*

Victory  
Increases  
Confidence

THERE was a time when Wilton Lackaye, who is now appearing in Channing Pollock's dramatization of Frank Norris' novel, "The Pit," did not have equal good fortune as a "star." His first play, "Dr. Belgraff," was much too artistic and gruesome to be popular. Mr. Lackaye presented the piece to a series of small houses, for the venture proved a dismal failure. He reached Washington on the night of a severe blizzard, and, while he was "making up" for the performance, Henry Rapley, manager of the National Theatre, appeared in his dressing room and said that there were only six people in the audience.

"Of course you won't think of appearing to-night," said Mr. Rapley.

"Yes, I will," was the rejoinder. "If those people came out in weather like this to see me, they deserve to be entertained, and I'm going to present the piece as usual."

He did. It so happened that all the lights in the theatre were extinguished during the second act, which concluded with a remarkably strong but morbidly conceived scene, and, after the curtain had fallen, Mr. Lackaye waited for the usual tribute of applause. None was forthcoming. He peeped through the hole in the curtain. The theatre was without occupants.

"Well, he exclaimed, in bland astonishment, "They might have been too few for me, but I was too many for them."

\* \* \*

EVERY victory over obstacles gives additional power to the victor. A man who is self-reliant, positive, and optimistic and undertakes his work with the assurance of success, magnetizes conditions. He draws to himself the literal fulfilment of the promise. "For unto every one that hath shall be given, and he shall have abundance."

We often hear it said of a man, "Everything he touches turns to gold." By the force of his character and the creative power of his thought, such a man wrings success from the most adverse circumstances. Confidence begets confidence. A man who carries in his very presence an air of victory radiates assurance and imparts to others confidence that he can do the thing he attempts.

It is interesting to watch the growth of power and strength in a young man as he wins a series of successes in college, or in his business or his profession. His self-poise, assurance, confidence and ability increase in a direct ratio to the number of his achievements. As the savage Indian thought that the power of every enemy he conquered entered into himself, so in reality does every conquest in war, in peaceful industry, in commerce, in invention, in science, or in art add to the conqueror's power to do the next thing.